

MINNEAPOLIS NEIGHBORHOOD REVITALIZATION PROGRAM

**HARRISON
NEIGHBORHOOD
ACTION PLAN**

Date Adopted by the Policy Board: July 21, 1997

Date Adopted by the City Council: August 22, 1997

Document Number: 97-213M

We, the people of Harrison
Neighborhood, will improve the
quality of life by creating a
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The Harrison Neighborhood Association

NRP Full Action Plan



Vision Statement

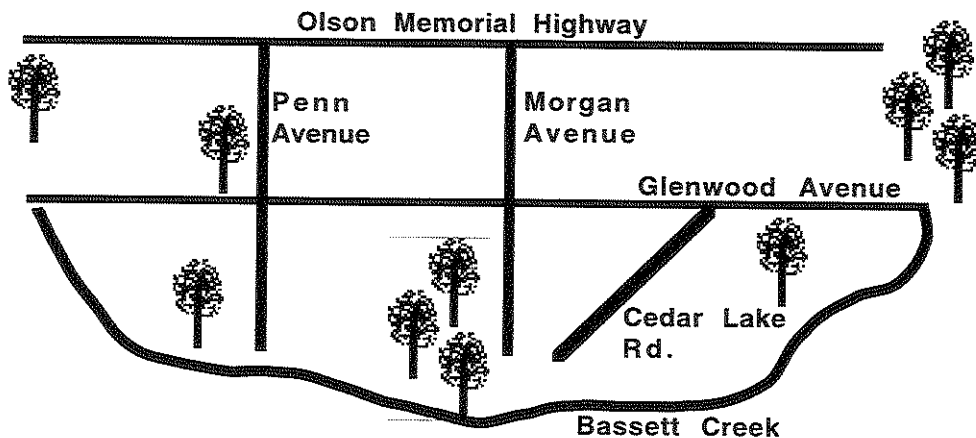
We, the people of Harrison Neighborhood, will improve the quality of life by creating a cohesive, stable, and economically vibrant community in which all people can safely co-exist. We take pride in our neighborhood by building trust, enhancing understanding among cultures, and creating a community in which all members can thrive.



The Neighborhood

The Harrison neighborhood is a culturally diverse community of approximately 3430 residents living just west of downtown Minneapolis. Harrison is the southernmost neighborhood of North Minneapolis. Our boundaries are Olson Highway on the north, Wirth Park on the west, and Bassett Creek and the Burlington Northern railroad tracks on the south. Our eastern boundary follows Girard Terrace from Olson Highway to Glenwood Avenue, and along Glenwood to Lyndale Avenue and the railroad tracks. Our neighborhood takes its name from the over 100-year old red brick school located in the neighborhood's northeast quadrant.

Although Harrison is one of Minneapolis' smallest neighborhoods geographically, it is diverse by culture, family type, age/generations and income. Harrison is the original Finnish community, and there are many Finnish residents who have lived in the area for over 40 years. Harrison has undergone many changes; as of the 1990 Census, Harrison was comprised of 44% African-American, 37% Caucasian, 17% Asian (Hmong/ Lao), and 6% Hispanic. Approximately one quarter of our residents speak a language other than English at home. Harrison has a large number of single parent families with small children and adolescents; over half (55.6%) of our family households with children are headed by women (compared to a citywide average of 33.5%). Ours is a youthful population; our median age is 26.9 (compared to a citywide median age of 31.7), 37 percent of our residents are under the age of 18 (compared to 21 percent city-wide) and 12.5 percent are under the age of 5. 23 percent of our adolescents age 16 to 19 are high school dropouts.



Approximately 14 percent of Harrison's residents are unemployed. In 1989, the median household income in Harrison was \$14,877. 49 percent of Harrison families have incomes below the poverty level (compared to 14% citywide). A considerable percentage of Harrison residents need support to increase the education, employment and income.

Harrison housing units are 68% renter occupied and 32% owner occupied. The median age of structures in the neighborhood is 55 years, and there are increasing numbers of first-time home owners. While Harrison neighborhood has some lovely homes, most of our structures need some upgrading and others need extensive rehabilitation if we are to save them. According to the 1994 Minneapolis Neighborhood Housing Comparison, 404 of our 1,688 housing units are substandard.

The Harrison business community is located along Glenwood Avenue in the southeast quadrant of our neighborhood and is a mix of commercial and industrial. Many of our businesses have been in the community for years and have provided stability, employment and community. Some businesses are of concern to residents because of pollution issues. Mixed use zoning--commercial, industrial and residential--is one of the issues with which the Neighborhood struggles.

Harrison has two Superfund sites, Warden Oil and the Bassett Creek / Irving Avenue Dump. However, we are fortunate to have Theodore Wirth and Bassett Creek Parks, both of which add to the beauty and recreational space of our community.

The Neighborhood Association

The Harrison Neighborhood Association (HNA) was organized in 1983 to respond to the concerns of residents in the Harrison neighborhood. Over the years, HNA has become a multi-goal neighborhood group. Our goals are:

- to foster community awareness;
- to improve the quality of life within our community;
- to provide a forum for information and communication;
- to educate residents in effective problem solving methods; and
- to raise issues of common concern that impact our quality of life.

In 1995, the work of HNA led to Harrison's designation as an Enterprise Community. The Harrison Neighborhood Association has been recognized for and supported in our efforts by a wide variety of organizations. Among our financial supporters we count the Minneapolis Foundation, the Minnesota Department of Children, Families, and Learning, and the McKnight Foundation.

The NRP Process: First Step Plan

HNA used the "Harrison View" newsletter and community meetings to solicit involvement in the development of Harrison's NRP Participation Agreement. Harrison residents, businesses members and social service providers answered the call and created the Harrison Participation Agreement. For two months, a committed group of volunteers spent many hours debating and drafting an agreement that would address the diverse aspects of the Harrison neighborhood, strengthen community involvement and build relationships. The Participation Agreement was submitted in April of 1994 and approved in May of 1994 by the Minneapolis NRP Policy Board.

An NRP Steering Committee was established to guide Harrison through the First Step process. Harrison residents, businesses and social service providers were recruited by newsletter, flyers, Hmong and Lao translations and door knocking to become and / or vote for Steering Committee members at a community meeting. The Steering Committee was formed from that general election under the guidelines of the Participation Agreement. Some seats were specifically targeted for under represented groups, such as Southeast Asians, renters and single parents.

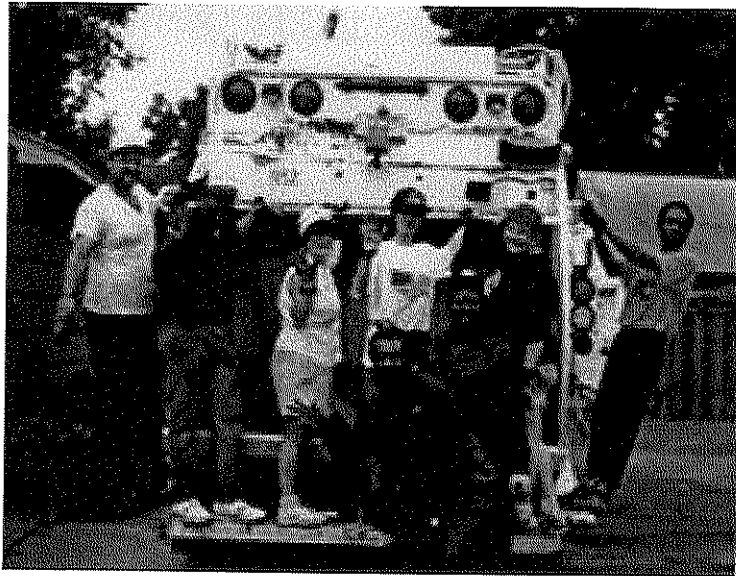
The Steering Committee developed a survey and sent it out to people in Harrison neighborhood. From that survey, neighborhood issues were identified. Five task forces then formed to address focus areas: Housing, Business and / Economic Development, Environment, Safety and Crime, and Social Services. Several focus groups were also held with youth and seniors since they were under represented in the process.

All of Harrison neighborhood was invited to the Harrison Neighborhood Association Annual Meeting and encouraged to sign up for Harrison NRP Task Forces in May of 1995. The NRP Task Forces reviewed the plans of other similar neighborhoods, worked with public staff to educate themselves on the issues, and then began developing solutions through goals and objectives. The Harrison NRP Steering Committee and Task Forces took those goals and objectives to the neighborhood through a mailing to prioritize issues. The mailing was followed with a community meeting for open discussion in October of 1995. After this community meeting the NRP Task Forces went back to develop strategies for the highest prioritized goals and objectives for the NRP First Step Plan.

The Harrison neighborhood approach to First Step was an encompassing one. The Steering Committee and Task Forces emphasized:

- involvement of neighborhood residents and others invested in the community;
- visionary goals with workable strategies;
- strategies that will utilize neighborhood residents and businesses whenever possible;
- projects that are visible and quickly attainable for First Step.

The Harrison NRP Task Forces concluded our work for First Step and submitted plan summaries to the Steering Committee for final revisions and approval. The Harrison Neighborhood Association Board approved the \$450,000 Harrison NRP First Step Plan on February 12, 1996.



The NRP Process: Full Action Plan

The Harrison NRP Task Forces then began the task of writing the Full Action Plan. The Task Forces used the previously defined Goals and Objectives, reviewed the needs of our ever-growing community and began addressing workable strategies. As in the First Step process, the Task Forces worked to maintain a clear vision, resident involvement, and communication with our business community. The Task Forces spent the next year building a Full Action Plan that would serve all residents well now and in the future.

Improving the quality, condition and availability of housing is a top priority for our neighborhood. Through our First Step plan we were able to hire our Housing Coordinator, and the Housing Task force was better able to research and plan for the future.

The Housing Task Force has worked diligently to address housing in a holistic manner. A housing survey was developed during the summer of 1996 and mailed to every residential property, rental and homesteaded, in the Harrison neighborhood. Questions addressed length of residency, housing conditions, the positives and negatives of living in Harrison, potential use of a grants and loan program, and a home buyers assistance program, as well as demographic information. 54% of the respondents were homeowners; of those 60% would use a loan program, 89% would apply for a grants program and 35% would attend housing education events. 31% of the respondents were renters; of those 70% said they would buy a home if they could in the Harrison neighborhood. The task force translated all these findings into specific strategies designed to address the variety of needs and interests.

Through our First Step plan, Harrison Neighborhood Association was able to hire a Block Club Coordinator to work with our Crime and Safety committee and all residents interested in increasing safety through building a stronger sense of community. The result was door to door outreach and community building activities throughout the neighborhood. The overwhelming, positive response from the community reflects the immeasurable impact of Block Club coordination. We identified continued funding of this position as essential to the continued growth of positive connections among neighbors and to the decline of negative, criminal activity in our community.. In addition, the neighborhood identified, crime prevention education, funding support for the stroll patrol, and traffic calming in our alleys as neighborhood safety priorities.

in the First Step Plan, Harrison provided support for the Bassetts Creek Bike Trail. The Environment task force identified the need to follow through with additional support for bike trail plantings and the continued restoration of the creek. Finally, community gardening was identified as a program which would be effective in improving the natural environment, bringing residents together around a common goal while learning about the environment.

The heart of Harrison is Glenwood Avenue. This action plan provides some of the funding to implement our vision of a revitalized Glenwood Avenue. The Business and Economic Development Task Force is heavily involved with creating a Glenwood Avenue Streetscape. The Streetscape design is being completed. through the joint efforts of architects, planners, business owners, and residents. The designs explore a variety of elements from which the community can decide how to proceed.. Such work may include improvements to facades, landscaping, lighting, entrance ways, signs, and bus shelters.

On May 12, 1997 the Harrison Neighborhood Association's Board of Directors approved the NRP Full Action Plan. The Full Action Plan was presented and reviewed by residents of Harrison on May 21, 1997. The Full Action Plan won unanimous approval.



Housing

Goal I: Improve and stabilize housing in Harrison.

Housing

Objective A: Assess housing-based needs in Harrison.

Strategy 1: Develop and implement a survey that focuses on housing needs in the neighborhood.

The Harrison Housing Committee, with informational assistance from housing professionals, will identify neighborhood housing needs, as defined by Harrison residents and property owners. This assessment will be used in guiding the development of solutions to be addressed in Harrison's comprehensive NRP plan.

Partners: Harrison block leaders, the Harrison Rental Property Owners Group, the City of Minneapolis Inspections and Planning Departments, the Minneapolis Community Development Agency (MCDA), Hmong American Partnership, University of Minnesota Extension Services, Habitat for Humanity, Project for Pride in Living (PPL) and the Northside Residents Redevelopment Council (NRRC).

Funding

NRP

Status Report

A comprehensive housing survey was completed the Summer of 1996.

First Step None requested: This is part of the duties of HNA's Housing Coordinator.

Goal I: Improve and stabilize housing in Harrison.

Housing

Objective B: Increase home ownership.

Strategy 1: Create a homebuyers' assistance program.

According to both of the housing surveys, home ownership is one of the top priorities for Harrison residents. This program helps finance down payments and closing costs. We will market the program through the newsletter, flyers, word of mouth and through partnerships with local agencies which serve Harrison's Hmong and Lao communities. The program will begin during the Spring of 1998 and will be implemented by the Housing Committee.

Partners: Northside Neighborhood Housing Services (NNHS), Center for Energy and the Environment (CEE), Project for Pride in Living (PPL), Hmong Mutual Assistance, Lao Assistance Center, private lending companies (possibly including Twin Cities Federal (TCF)) and Realtors (which may include Americasian Realty).

Contract Manager: MCDA

Funding

	<u>NRP</u>
1998	\$12,500
1999	\$12,500
2000	\$12,500
2001	<u>\$12,500</u>
Total	\$50,000

Goal I: Improve and stabilize housing in Harrison.

Housing

Objective C: Build relationships among neighbors through grassroots initiatives that improve housing, increase participation in the Housing Committee, develop community cohesion and attract future residents to Harrison.

Strategy 1: Create and distribute a multi-lingual brochure highlighting housing in Harrison.

According to the 1990 census, approximately one quarter of Harrison residents speak a language other than English at home. While the Harrison NRP Steering Committee has conducted various outreach activities, we realize that our Asian population remains under represented. This strategy, coupled with proposed community building activities (see page 39) attempts to bridge that gap.

Partners: Hmong Mutual Assistance, Lao Assistance Center, HNA Housing Committee, HNA Board, Harrison residents and block clubs.

Contract Manager: Office of Public Affairs

Funding

NRP

1998 \$1,000

1999

2000 \$ 600

Total \$1,600

Goal I: Improve and stabilize housing in Harrison.

Housing

Objective C: Provide homeowners, rental property owners and renters with the tools and resources they need to maintain properties in the Harrison neighborhood.

Strategy 2: Provide educational workshops/training to first time home buyers and existing home owners on home improvements; educate tenants and landlords on rights and responsibilities.

We want to build community and address small issues before they become expensive or explosive problems. The strategy will be achieved through home buyer and homeowner education, and landlord and tenant rights and responsibilities trainings. We will first refer residents to low or no cost existing programs, and will contract with other organizations to do trainings in our neighborhood when necessary. The program will begin in the Spring of 1998 and be implemented through the Housing Committee.

Partners: NNHS, Legal Aid, Tenants' Unions, PPL, tenant organizations, Rental Properties Group Neighborhood resources, Hmong Mutual Assistance, Lao Assistance, surrounding agencies.

Contract Manager: NRP

Funding:

	<u>NRP</u>
1998	\$2,000
1999	\$2,000
2000	\$2,000
2001	<u>\$2,000</u>
Total	\$8,000

Goal I: Improve and stabilize housing in Harrison.

Housing

Objective C: Provide homeowners, rental property owners and renters with the tools and resources they need to maintain properties in the Harrison neighborhood.

Strategy 3: Provide a Housing Resource Library.

The Harrison Housing Committee and staff will:

- A. Create and maintain a current listing of housing and building programs;
- B. Provide pamphlets, books and/or videos on aspect of home improvement;
- C. Offer a list of contractors who live or have their businesses in the Harrison neighborhood;
- D. House the Housing Resource Library with the Tool Lending Library (see below).

The Harrison Housing Committee and staff will work with city agencies, including the Minneapolis Public Library, to develop a comprehensive housing information center for Harrison residents. Minnesota Extension Services will assist us in accessing the Internet. This strategy provides funding for the library's start-up costs (book shelves, file cabinets, table, chairs, paper and printing).

Partners: Minneapolis Public Library, Minnesota Extension Services.

Contract Manager: NRP

Status Report

Our Housing Resource Library is under development. We have collected a wide variety of information and are identifying strategies to make it most accessible to residents.

Funding

NRP

First Step \$1,500

Total \$1,500

Goal I: Improve and stabilize housing in Harrison.

Housing

Objective C: Provide homeowners, rental property owners and renters with the tools and resources they need to maintain properties in the Harrison neighborhood.

Strategy 4: Develop a tool lending library.

The Harrison Housing Committee will work with the Powderhorn Park Neighborhood Association's (PPNA) Comprehensive Housing Resource Program (CHRP), Project for Pride in Living and other community based organizations with similar tool lending strategies. The Housing Committee and staff will develop a Tool Lending Library. We will research the types of tools necessary for home improvements, secure a place to house the tools and the Harrison Housing Resource Library (see previous page), maintain the tools, set-up and monitor a check-in/check-out system, maintain structural information and provide individualized instruction and assistance when necessary. A quarter time staff person will be employed to staff the Tool Lending Library.

Partners: PPNA and PPL.

Contract Manager: NRP

Funding

NRP

First Step \$48,000

Total **\$48,000**

Status Report

\$60,000 was originally requested, under First Step, for this strategy. \$12,000 has been redirected to Housing Goal I, Objective D, Strategy 4 to provide low-interest loans for home improvements.

Goal I: Improve and stabilize housing in Harrison.

Housing

Objective C: Build relationships among neighbors through grassroots initiatives that improve housing, increase participation in the Housing Committee, develop community cohesion and attract future residents to Harrison.

Strategy 5: Provide Block Club grants.

Existing programs may not be accessible to significant segments of the neighborhood, including tenants and the Southeast Asian community. This strategy provides block clubs access to funds for landscaping and exterior housing improvements in their immediate area. The HNA Housing committee will work with block clubs to administer this strategy. This program aims to strengthen neighborhood relationships, encourage volunteerism and increase communication between the HNA Housing Committee and block clubs.

Partners: HNA Housing Committee, HNA Board, Harrison residents and Block Clubs, Hmong Mutual Assistance, Lao Assistance Center

Contract Manager: NRP

Funding

	<u>NRP</u>
1998	\$8,000
1999	\$8,000
2000	\$8,000
20001	<u>\$8,000</u>
Total	\$32,000

Goal I: Improve and stabilize housing in Harrison.

Housing

Objective C: Build relationships among neighbors through grassroots initiatives that improve housing, increase participation in the Housing Committee, develop community cohesion and attract future residents to Harrison.

Strategy 6: Employ neighborhood residents and businesses whenever possible (subject to qualifications, bid price and other factors).

The Harrison Housing Committee and staff will compile a list of residential contractors which will be available to Harrison residents. The Harrison Housing Committee and staff will conduct a survey to seek out contractors in the Harrison neighborhood through block club members, area businesses and churches and ads in our Harrison newsletter.

Partners: HNA Housing Committee, HNA Board, Harrison residents and Block Clubs, area churches and businesses, Building Trades Council, Licensing.

Funding

NRP

First Step None requested

Goal I: Improve and stabilize housing in Harrison.

Housing

Objective D: Develop incentives to support reinvestment in the existing housing stock.

Strategy 1: Work with city, public and private agencies to acquire, rehabilitate and sell houses in the Harrison neighborhood.

Harrison neighborhood has many savable houses that are not being attended to, leading to a downward slide that leaves demolition the only choice. The Harrison neighborhood needs to intervene to save our housing. The Harrison Housing Committee desires a highly visible project to promote our housing and to showcase our NRP dollars at work. The Harrison Housing Committee and staff will:

- A. Determine which houses are candidates for rehabilitation;
- B. Work with MCDA staff to identify appropriate rehabilitation programs on a house by house basis;
- C. Interview and choose the contractors;
- D. Develop eligibility standards for rehabilitation and disposition of the property in accordance with NRP policy, MCDA criteria and existing laws;
- E. Promote the option of owning a home to our high rental population.

Partners: NNHS, PPL, CEE, Habitat for Humanity, MCDA, Minneapolis Inspections

Contract Manager: MCDA

Status Report

\$191,021 was originally requested, under First Step, for this strategy. \$109,013, has been redirected to Housing Goal I, Objective D, Strategy 2 to provide a purchase rehab program for Harrison residents.

Funding

NRP

First Step \$82,008

Total \$82,008

Goal I: Improve and stabilize housing in Harrison.

Housing

Objective D: Develop incentives to support reinvestment in the existing housing stock.

Strategy 2: Create a purchase rehab program.

Many houses in Harrison have fallen into disrepair; the Housing Committee would much rather see substandard houses be rehabilitated and occupied by homeowners than become vacant. This program is intended to address structures which haven't been placed on the 249 list but do need some major work. The program would provide low interest home rehabilitation loans (a portion of which could be deferred) to home buyers in Harrison, and a majority of the funds would be reserved for first time homebuyers. We plan to market the program through the newsletter, word of mouth, flyers, and partnerships with local agencies which serve Harrison's Hmong and Lao communities. This initiative will begin the Spring of 1998 and be implemented through the Housing Committee.

Partners: PPL, CEE, NNHS, private realtors and lending institutions, Hmong Mutual Assistance, Lao Assistance Center.

Contract Manager: MCDA

Funding

**\$12,000, was redirected from Housing Goal 1, Objective C, Strategy 4 and \$109,013, was redirected from Housing Goal I, Objective D, Strategy 1.

	<u>NRP</u>
First Step	\$121,013**
1999	\$ 38,987
2000	\$ 80,000
2001	<u>\$ 80,000</u>
Total	\$320,000

Goal I: Improve and stabilize housing in Harrison.

Housing

Objective D: Develop incentives to support reinvestment in the existing housing stock.

Strategy 3: Provide home improvement grants to Harrison residents and property owners.

This program is intended to improve Harrison's housing stock, make a visible difference in our neighborhood and get people excited about the NRP in Harrison. This program in particular aims to ensure that home improvements are truly accessible to low and moderate income residents, with smaller matching grants being available to people with higher incomes. This program will be marketed through the newsletter, word of mouth, and flyers. The first lottery to award grants was conducted at our May 21 annual meeting.

Partners: NNHS, PPL, CEE, City of Minneapolis Minneapolis Public Health Department (10,000 Windows Program) MCDA.

Contract Manager: MCDA

Funding

Status Report

The lottery to distribute these funds has been held and we are in the final stages of writing the necessary contracts.

NRP

Early Access \$100,000

Total \$100,000

Goal I: Improve and stabilize housing in Harrison.

Housing

Objective D: Develop incentives to support reinvestment in existing housing stock.

Strategy 4: Provide low interest loans for home improvements.

This program will help to improve and stabilize housing stock by offering property owners revolving and deferred loans. The demographics of the neighborhood lead us to believe that providing a range of loans (depending on income) will make home improvements accessible to a large part of our neighborhood, including those not eligible for traditional loans. This will provide an incentive for property owners to invest in improvements to their properties and encourage others in the Harrison Neighborhood to do the same. We will market the program through the newsletter, word of mouth, flyers, and through partnerships with local agencies which serve Harrison's Hmong and Lao community. The program is slated to begin the Spring of 1998 and will be implemented through the Housing Committee.

Partners: Minneapolis Public Health Department (10,000 Windows! Program) NNHS, CEE, PPL, Hmong Mutual Assistance, Lao Assistance Center, MCDA.

Contract Manager: MCDA

Funding

	<u>NRP</u>
1998	\$267,500
1999	\$217,500
2000	\$217,500
2001	<u>\$ 67,500</u>
Total	\$770,000

Goal I: Improve and stabilize housing in Harrison.

Housing

Objective E: Remove residential structures that are potentially hazardous to the Neighborhood.

Strategy 1: Create a database of substandard and unoccupied housing and buildings.

The Harrison Housing Committee and staff will:

- A. Drive and walk through the neighborhood recording the visual condition of the housing stock;
- B. Walk through buildings considered for demolition with inspectors or other appropriate agencies to determine conditions;
- C. Assist in maintaining current housing data (such as the 249 list, property tax data of owners of at risk housing, forfeiture, etc.);
- D. Use block club meetings and newsletters to solicit information from Harrison residents regarding any change in housing status in their area;
- E. Work with contractors when further investigation is needed to determine if demolition is appropriate.

This information will be used to track which structures are candidates for rehabilitation and which need to be demolished.

Partners: NNHS, PPL, CEE, Habitat for Humanity, MCDA, Minneapolis Inspections.

Status Report

The HNA Housing committee is working with City Inspections identifying structures to be included in this database.

Funding

NRP

First Step None requested

Goal I: Improve and stabilize housing in Harrison.

Housing

Objective E: Remove residential structures that are potentially hazardous to the Neighborhood.

Strategy 2: Demolish residential structures (when deemed necessary) in the Harrison neighborhood.

Some residential structures cannot be saved at a reasonable cost; allowing them to remain vacant provides a threat to the health and safety of our residents. When a property is identified as a candidate for demolition, the Harrison Housing Committee will research the property by collecting information, touring the property and gathering input from neighborhood residents. If all the research leads the Committee to recommend demolition, the recommendation will be reviewed by the HNA board and passed on to the respective agency. Harrison is a participant in the Memorandum of Understanding for the Hazardous/Boarded Buildings Program that was signed in April, 1996.

Partners: PPL, CEE, Minneapolis Inspections, MCDA

Contract Manager: Inspections

Funding

Status Report
The HNA Housing committee is working with City Inspections to identify structures to be included in this program.

	<u>NRP</u>	<u>Inspections Dept. Match</u>	<u>Total</u>
Early Access	<u>\$50,000</u>	<u>\$50,000</u>	<u>\$100,000</u>
Total	\$50,000	\$50,000	\$100,000

Goal I: Improve and stabilize housing in Harrison.

Housing

Objective F: Hire staff to assist the Housing Committee in implementing our goals, objectives and strategies.

Strategy 1: Hire a full-time housing coordinator to assist the Housing Committee.

It is crucial for the Harrison neighborhood's viability to protect our housing stock from further deterioration. According to the 1994 Minneapolis Neighborhood Housing Comparison, 404 of our 1,688 units have a substandard condition rating. Harrison's housing needs are too great to be accomplished without staff. Staff will develop and maintain a variety of housing related databases, coordinate the knowledge of and involvement in demolition, rehab and housing construction decisions, organize classes and workshops on housing related issues, act as a resource for residents and potential residents, administer the housing grants program, work with contracted agencies to develop and operate the revolving and deferred loan program, and build the capacity of the Housing Committee. Staff will be employed by the Harrison Neighborhood Association and will work with the Harrison Housing Committee.

Partners: PPL,CEE, NNHS, private lending institutions, Hmong Mutual Assistance, Lao Assistance Center.

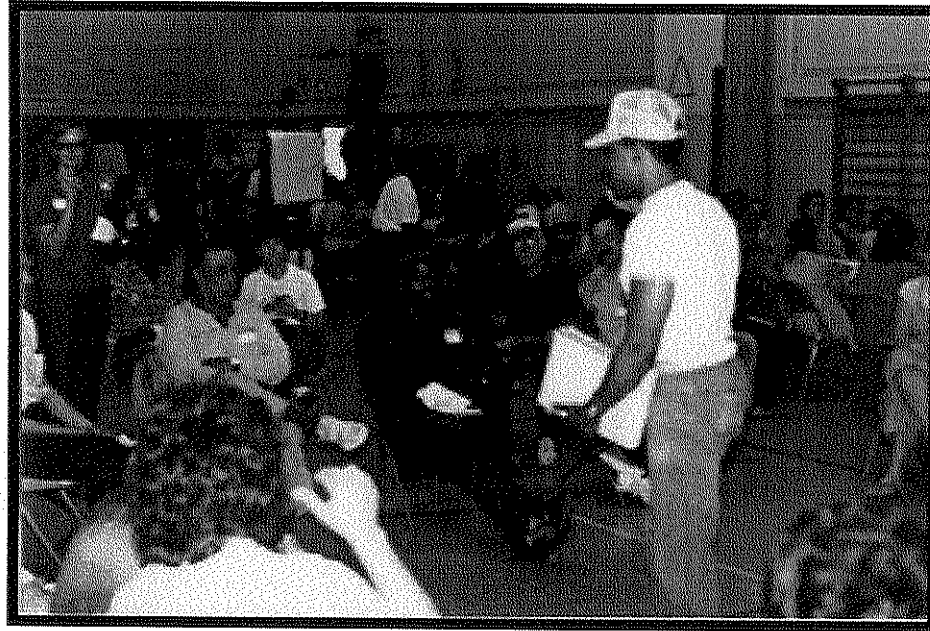
Contract Manager: NRP

Funding

NRP

Status Report
The HNA Housing committee and Harrison residents have benefited significantly by having staff directly working on Housing issues. Continued funding will further carry and sustain our housing initiatives.

First Step	\$68,300	
1998	\$14,070	
1999	\$33,500	(1 FTE)
2000	\$33,500	(1 FTE)
2001	<u>\$33,500</u>	<u>(1 FTE)</u>
Total	\$182,870	



Crime & Safety

Goal I: **Increase resident involvement in resolving safety/crime issues of in the Harrison Neighborhood.** **Crime & Safety**

Objective A: Encourage Harrison residents to become active in the Stroll Patrol.

Strategy 1: Provide financial support for the Harrison Neighborhood Stroll Patrol.

This strategy provides modest financial support for Harrison's Stroll Patrol. Funds will be used for trainings, walkie talkies, and recruitment. The program is slated to begin the Spring of 1998 and implemented through the safety/crime Committee.

Partners: State of Minnesota Prevention and Intervention (P & I) Program and CCP/SAFE.

Contract Manager: NRP

Funding

	<u>NRP</u>	<u>P & I</u>	<u>Total</u>
1998	\$250	\$125	\$375
1999	\$250	\$125	\$375
2000	\$250		\$250
<u>2001</u>	<u>\$250</u>	<u> </u>	<u>\$250</u>
Total	\$1,000	\$250	\$1,250

Goal I: Increase resident involvement in resolving safety/crime issues of in the Harrison Neighborhood. **Crime & Safety**

Objective B: Assist residents with the formation of block clubs.

Strategy 1: Hire a Block Club Coordinator.

Harrison residents face many issues that threaten the health of our neighborhood. Increased involvement begins at the block club level. Continuing the Block Club Coordinator position begun in First Step will further the improvements we've initiated in our neighborhood. The coordinator will assist residents in forming block clubs, organize and promote Safety/Crime events, build the capacity of the Safety/Crime Committee and work with CCP/SAFE and other crime prevention efforts.

Partners: Minneapolis Police Department, and CCP/SAFE.

Contract Manager: NRP

Funding

NRP

Status Report

The Block Club Coordinator has been hired and has been assisting with the formation of block clubs and the organization of Safety/Crime events. Approximately 30% of the Harrison Neighborhood has been reached through door knocking.

First Step	\$53,300	
1998	\$14,070	
1999	\$16,750	(.5 FTE)
2000	\$16,750	(.5 FTE)
<u>2001</u>	<u>\$14,070</u>	
Total	\$114,940	

Goal II: Increase Harrison residents sense of security.

Crime & Safety

Objective A: Sponsor personal safety workshops.

Strategy 1: Organize three (3) personal safety workshops per year for Harrison Residents.

We would like the opportunity to offer all Harrison residents (seniors, vulnerable adults, youth, tenants, and homeowners) information and skills to help them feel more secure. We hope to promote the portrayal of our neighborhood in a manner which is accurate and based on fact, not fear. Finally, we believe that providing opportunities for residents to interact with each other results in a more cohesive neighborhood. Residents feel more secure because they feel that they belong. With this in mind, we plan to sponsor 3 workshops per year--each dealing with a different topic. Possible instructors might include; CCP/SAFE, Community Education, Independent Safety educators, and the Fire Department. The program will begin the Spring of 1998 and be implemented through the Safety / Crime Committee.

Partners: CCP/SAFE, Community Education, Independent Safety educators, and the Fire Department.

Contract Manager: CCP/SAFE

Funding

	<u>NRP</u>
1998	\$900
1999	\$900
2000	\$900
<u>2001</u>	<u>\$900</u>
Total	\$3,600

Goal III: Make Harrison Neighborhood a safer place.

Crime & Safety

Objective A: Increase the personal safety of residents in their homes.

Strategy 1: Secure carbon monoxide monitors and smoke detectors for Harrison residents.

Many of our residences lack these life saving devices. We plan to distribute carbon monoxide monitors and smoke detectors to residents through their block clubs. Promotion of this initiative will be through word of mouth, CARE/Safety Crime Committees, flyers, and newsletter. The program will begin the Spring of 1998 and implemented through the Safety / Crime Committee.

Partners: HNA Safety / Crime Committee, HNA Board, Harrison residents and Block Clubs, Hmong Mutual Assistance, Lao Assistance Center.

Contract Manager: CCP/SAFE

Funding

	<u>NRP</u>	<u>Total</u>
1998	\$3,075 (CO) \$1,500 (Smoke)	\$4575
1999	\$3,075 (CO) \$1,500 (Smoke)	\$4575
2000	\$3,075 (CO) \$1,500 (Smoke)	\$4575
2001	\$3,075 (CO) <u>\$1,500 (Smoke)</u>	\$4575
Total	\$18,300	\$18,300

87 CO Detectors @ \$35 each, 75 smoke detectors @ \$20 each

Goal III: Make Harrison Neighborhood a safer place.

Crime & Safety

Objective B: Improve lighting on the streets.

Strategy 1: Determine lighting needs in Harrison through a lighting needs assessment and survey.

Harrison residents view safety as a major concern. Increased lighting in dimly lit areas will improve the sense of safety of our residents. The Harrison Safety / Crime Committee and staff and Public Works Department will:

- A. Conduct a baseline assessment of the lighting needs within the Harrison neighborhood;
- B. Determine options for increasing lighting in Harrison neighborhood;
- C. Conduct a biannual reassessment of lighting in the neighborhood;
- D. Provide information on additional lighting options to Harrison residents and businesses through the Harrison newsletter, block clubs and door knocking.

Partners: Public Works, NRP

Funding

NRP

First Step None requested

Status Report

We are currently door knocking the neighborhood and surveying the residents regarding lighting on their blocks and alley-ways

Goal III: Make Harrison Neighborhood a safer place.

Crime & Safety

Objective B: Improve lighting on the streets.

Strategy 2: Provide motion detector security lights to Harrison residents.

The Harrison Safety / Crime Committee and staff will:

- A. Provide motion detector security lights in areas where need is great as determined by the lighting needs assessment and survey;
- B. Door knock areas of the neighborhood where lighting is poor and crime is high and offer lights to residents, landlords and business owners;
- C. Provide security lights to new residents with the delivery of HNA's Harrison Welcome packets;
- D. Promote the use of security lights through the Harrison View;
- E. Offer security lights to Harrison residents through a lottery at Safety / Crime event.

Partners: CCP/SAFE

Contract Manager: NRP

Funding

Status Report

This project has been contracted and we are in the process of distributing the lights to residents.

NRP

First Step \$4,000

Total \$4,000

Goal III: Make Harrison Neighborhood a safer place.

Crime & Safety

Objective C: Slow traffic in alleyways.

Strategy 1: Provide speed humps to qualifying Block Clubs.

Speeding vehicles through our alleys are a concern to residents. We hope that speed humps will be an effective deterrent. In accordance with City guidelines, we will require the agreement of 50% plus one of block residents (1 property = 1 vote) in order to implement this traffic calming program. Further, two of those residents must volunteer to take responsibility for the yearly removal and replacement of the speed humps. The program is slated to begin the Spring of 1998 and will be implemented through the Safety / Crime Committee.

Partners: Public Works, Minneapolis Police Department.

Contract Manager: Public Works

Funding

	<u>NRP</u>
1998	\$2,320
1999	\$2,320
2000	\$2,320
<u>2001</u>	<u>\$2,320</u>
Total	\$9,280

(\$580.00 per set, 4 sets per year)



Social Services

**Goal I Facilitate programming that promotes
a sense of community.**

Social Services

Objective A: Foster cooperation, understanding, personal & social responsibility, mutual respect and pride between/among diverse groups.

Strategy 1: Organize no less than three programs to improve communication in the Harrison neighborhood.

The Harrison Neighborhood is a diverse community. Laying the foundation for improved communication between varying groups provides the opportunity for dramatic change in our neighborhood. HNA will work with educational and social service providers to coordinate senior, youth, family, and culturally specific programs and celebrations. Promotion of this initiative will be through the Social Services Committee, flyers, the newsletter, and the Hmong Mutual Assistance and Lao Assistance Centers. This strategy funds a portion of the cost for publicity and supplies for the programs, which are slated to begin the Fall of 1998.

Partners: Minnesota Extension Service, HNA Board, Harrison residents and Block Clubs, Hmong Mutual Assistance, Lao Assistance Center.

Contract Manager: NRP

Funding

	<u>NRP</u>
1998	\$900
1999	\$900
2000	\$900
<u>2001</u>	<u>\$900</u>
Total	\$3,600

Goal I Facilitate programming that promotes a sense of community.

Social Services

Objective A: Foster cooperation, understanding, personal & social responsibility, mutual respect and pride between/among diverse groups.

Strategy 2: Hire a Community Services Coordinator.

Hennepin County has active case files open for over half of Harrison's residents, there is a real need for a human services "point person" in Harrison. The coordinator would be responsible for completing a human services needs assessment, establishing connections with and advocating for residents, and for connecting residents with appropriate private and public agencies. The program is slated to begin the Fall of 1997 and will be implemented through the Social Services Committee.

Partners: HNA Board, Harrison residents and Block Clubs, Minnesota Extension Service, Community Ed, Hennepin County, Park Board, Hmong Mutual Assistance, Lao Assistance Center.

Contract Manager: Hennepin County.

**Funding

	<u>NRP</u>	<u>Hennepin Cty. NRP</u> (Second 7.5%)	<u>Total</u>	
1997	\$3,000	\$55,000**	\$58,000	(.5 FTE)
1998	\$3,000		\$3,000	(.5 FTE)
1999	\$3,000		\$3,000	(.5 FTE)
<u>2000</u>	<u>\$3,000</u>		<u>\$3,000</u>	(.5 FTE)
Total	\$12,000	\$55,000	\$67,000	

**Note: The \$55,000-of Hennepin County. NRP funds will be spent over a four year period of time.

**Goal I Facilitate programming that promotes
a sense of community.**

Social Services

Objective B: Facilitate activities that promote conflict resolution, life skills and job readiness skills.

Strategy 1: Provide funds for additional programming so that all residents, regardless of income, can participate in Park Board activities and events.

Financial constraints limit the ability of many Harrison youth to participate in Park Board activities. Making funding available for programming that meets the unique needs of the Harrison neighborhood removes this barrier and brings our diverse communities together. Our emphasis will be on increased programming and increased participation. This program is slated to begin the Spring of 1998 and will be implemented through the Social Services Committee.

Partners: Park Board.

Contract Manager: Park Board.

Funding

	<u>NRP</u>
1998	\$1,000
1999	\$1,000
2000	\$1,000
<u>2001</u>	<u>\$1,000</u>
Total	\$4,000

Goal I Facilitate programming that promotes a sense of community.

Social Services

Objective B: Facilitate activities that promote conflict resolution, life skills and job readiness skills.

Strategy 2: Provide funds for additional programming so that all residents, regardless of income, can participate in Community Education activities and events.

Financial constraints limit the ability of many Harrison residents to participate in Community Education activities. Making funding available for programming that meets the unique needs of the Harrison neighborhood removes this barrier and brings our diverse communities together. Our emphasis will be on increased programming and increased participation. This program is slated to begin the Fall of 1998, when the new Harrison Community Center opens. It will be implemented through the Social Services Committee.

Partners: Community Education.

Contract Manager: Community Education.

Funding

	<u>NRP</u>
1998	\$1,000
1999	\$1,000
2000	\$1,000
<u>2001</u>	<u>\$1,000</u>
Total	\$4,000

Goal I Facilitate programming that promotes a sense of community

Social Services

Objective B: Facilitate activities that promote conflict resolution, life skills and job readiness skills

Strategy 3: Support the creation of a new Harrison Community Center.

This collaborative effort will address the needs of the Harrison community by locating a wide range of community resources in a single, new facility. While each of the three anchoring partners (School, Park, and Neighborhood) will have some activity-specific space, a majority will be available for multiple uses. The facility will provide the community with a gymnasium, multi-purpose room, arts and crafts space, youth job placement office, warming room, space for seniors to gather, kitchen, early childhood learning space, tool lending library, neighborhood office as well as access to parts of the school through Community Education courses and other shared uses. Developing the center will also eliminate a key barrier - lack of space - that other non-profit organizations have identified to offering their programs in the Harrison Neighborhood.

Partners: Minneapolis Public Schools, Park Board, City Planning

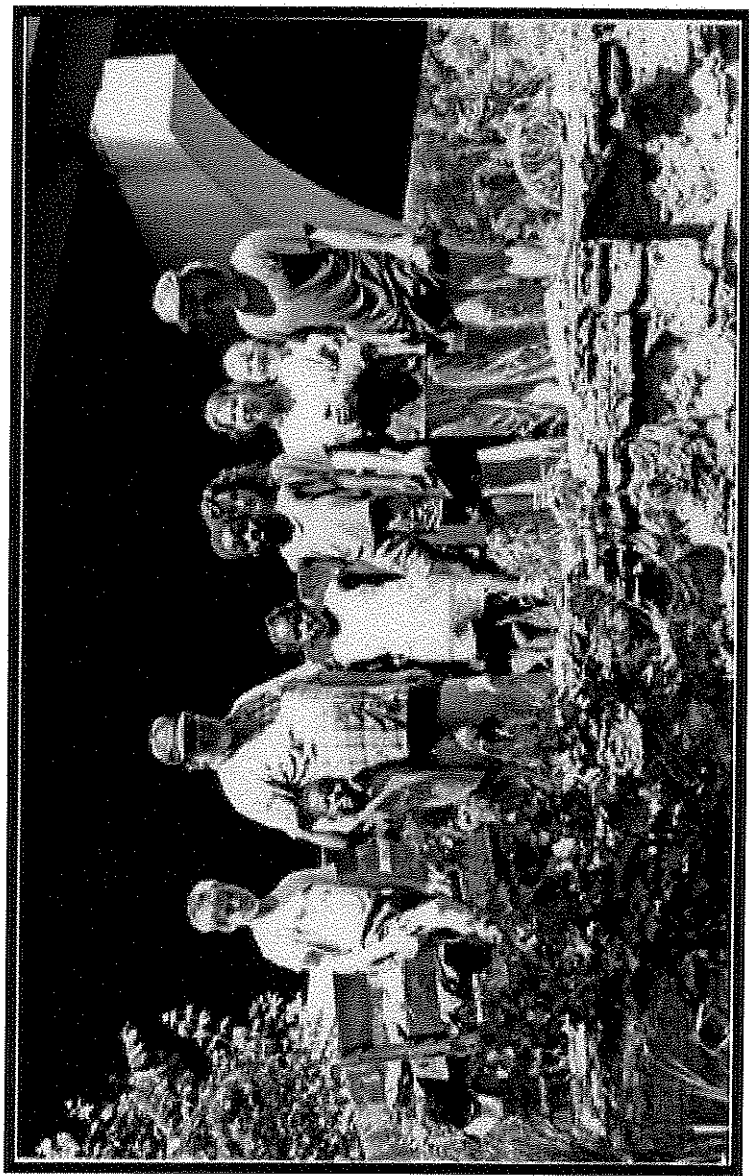
Contract Manager: Minneapolis Public Schools

Funding

Status Report

The design is currently being finalized and, we anticipate the project will be out for bid in August.

	<u>NRP</u>	<u>Other</u>	<u>Total</u>
Early Access	\$300,000	\$7,000,000 - Minneapolis Public Schools \$300,000 - Minneapolis Park and Recreation Board \$850,000 - State Youth Initiative Grant \$850,000 - Private foundations	
Total	\$300,000	\$9,000,000	\$9,300,000



Environment

Goal I: Create quiet and peaceful living spaces

Environment

Objective A: Cooperate with the Park System to improve and upgrade Park facilities.

Strategy 1: Support the building of the Bassett Creek Bike Trail.

The trail will provide additional recreation opportunities as well as offer a non-polluting commuter route to downtown and the suburbs.

Partners: Park Board, Friends of Bassett Creek and Public Works.

Contract Manager: Public Works

Funding

	<u>NRP</u>	<u>Bryn Mawr NRP</u>	<u>Total</u>
First Step	<u>\$20,000</u>	<u>\$75,000</u>	<u>\$95,000</u>
Total	\$20,000	\$75,000	\$95,000

Status Report
Construction of the
Bike Trail is slated to
begin in 1998. This
project contains
significant Federal
and State
contributions.

Goal II: Protect and enhance the neighborhood environment.

Environment

Objective A: Restore Bassett Creek.

Strategy 1: Restore Bassett Creek along the bike trail through plantings.

This project will provide the Bassett Creek bike trail with landscaping. An important Bassett Creek community goal is to increase wildlife habitat, and these plantings are a critical first step in this effort. The bike trail plantings will be done in conjunction with Friends of Bassett Creek, and will further solidify this partnership of Harrison and Bryn Mawr residents. The program is slated to begin the Spring of 1999 and will be implemented through the Environment Committee.

Partners: Friends of Bassett Creek, Citizens for a Better Environment, Bryn Mawr Neighborhood, Park Board.

Contract Manager: Park Board

Funding

NRP

1998

1999

\$20,500

Total

\$20,500

Goal II: Protect and enhance the neighborhood environment.

Environment

Objective A: Restore and enhance Bassett Creek.

Strategy 2: Restore and enhance Bassett Creek through stream bank erosion control.

In some parts of Bassett Creek, the stream bank is eroded beyond what simple plantings are able to address. Plantings near the creek will help stabilize the stream bank, improve water quality and restore the integrity of the creek itself. In these areas, we will lay the proper structural foundation to allow for subsequent plantings and erosion control efforts to succeed. These efforts further serve to improve water quality and develop a natural buffer/filter system along the creek. The program is slated to begin the Spring of 1999 and will be implemented through the Environment Committee.

Partners: Friends of Bassett Creek and Citizens for a Better Environment.

Contract Manager: Park Board

Funding

NRP

1998

1999 \$13,500

Total **\$13,500**

Goal II: Protect and enhance the neighborhood environment.

Environment

Objective A: Restore and enhance Bassett Creek.

Strategy 3: Host annual creek clean-up and street drain stenciling events.

The stenciling project will involved Harrison youth and adults in preventing water pollution. Teams will paint messages around our street drains alerting residents that the drains connect directly to the creek and that anything that goes into them enters the creek. The program is slated to begin the Spring of 1998 and will be implemented through the Environment Committee.

Partners: The Environment Committee, Citizens for a Better Environment, the Friends of Bassett Creek. Public Works and the Park Board.

Contract Manager: NRP

Funding

	<u>NRP</u>
1998	\$1,000
1999	\$1,000
2000	\$1,000
<u>2001</u>	<u>\$1,000</u>
Total	\$4,000

Goal II: Protect and enhance the neighborhood environment.

Environment

Objective B: Increase resident involvement in creating usable green spaces.

Strategy 1: Provide funding for community gardening in the Harrison Neighborhood.

Community gardening has proven to be an effective strategy in involving residents in environmental issues. Residents have the opportunity to see first-hand the effects of pollution and to learn more holistic gardening techniques. Further, community gardens bring together people of diverse populations. The program is slated to begin the Spring of 1998 and implemented through the Environment Committee. We have secured funding through the Minnesota State Department of Children, Families and Learning for partial funding for two years.

Partners: State of Minnesota (P&I grant)

Contract Manager: NRP

Funding

	<u>NRP</u>	<u>P&I</u>	<u>Total</u>
1998	\$900	\$900	\$1,800
1999	\$900	\$900	\$1,800
2000	\$1,800		\$1,800
<u>2001</u>	<u>\$1,800</u>	<u> </u>	<u>\$1,800</u>
Total	\$5,400	\$1800	\$7,200

Funding is for each of the six (6) areas of our neighborhood: \$300 for each area

Goal II: Protect and enhance the neighborhood environment.

Environment

Objective C: Sponsor and encourage volunteer clean-up efforts.

Strategy 1: Provide information and tools for lead abatement of buildings to Harrison residents and property owners. This would be a component of our Tool Lending Library that provides tools to assist with home improvement.

The Warden Oil study shows that the lead levels in the blood of children in the Harrison neighborhood are levels in excess of 10 u g/dL. Between 28% and 41% of the children in the Harrison zip code show these levels. This compares to 15.5% in the inner city, and 3.5% city wide.

The Harrison Environmental Committee will work with the Housing Committee and staff to:

- A. Purchase the lead abatement equipment;
- B. Train staff and volunteers in lead abatement;
- C. Maintain the equipment;
- D. Set-up and monitor check-in/check-out system;
- E. Maintain structural information and provide individualized instruction and assistance when necessary;
- F. Store the bagged lead material from abatement in a locked dumpster;
- G. Transport and dispose of bagged lead material at the Elk River Landfill.

Partners: Minnesota Department of Health and the Minneapolis Department of Health\, and the Midwest Center for Occupational Safety.

Contract Manager: NRP

Status Report

The HNA is currently seeking the necessary liability insurance required to carry out this strategy.

Funding

	<u>NRP</u>	MN Dept. of Health <u>Lead Abatement Grant</u>	<u>Total</u>
First Step	<u>\$5,279</u>	<u>\$9,721</u>	<u>\$15,000</u>
Total	\$5,279	\$9,721	\$15,000

Goal II: Protect and enhance the neighborhood environment.

Environment

Objective D: Address ongoing pollution concerns.

Strategy 1: Identify and monitor hazardous sites and potential hazardous sites in the Harrison neighborhood.

Research at the Minnesota Historical Society reveals that dumping has occurred throughout the Harrison neighborhood for the last 200 years. There are two identified Super Fund sites, Warden Oil and the Bassett Creek / Irving Avenue Dump, in our neighborhood. There is extensive public interest in proposed clean-up efforts.

The Harrison Environmental Committee will work with public, private and community-based organization in identifying and mapping hazardous sites and potential hazardous sites in the Harrison neighborhood. The Committee will work with these agencies to develop action plans to clean up polluted sites, with the goal being a regional comprehensive approach to environmental issues, land use and zoning.

Partners: The Harrison Environmental Committee will work with the Minnesota Pollution Control Agency, the Office of Environmental Assistance, the Minnesota Department of Health, Hennepin County Environmental Services, the City of Minneapolis Environmental Coordinating Team, the Metropolitan Council Environmental Services, Citizens for a Better Environment and other public, private and community-based organizations to achieve this strategy.

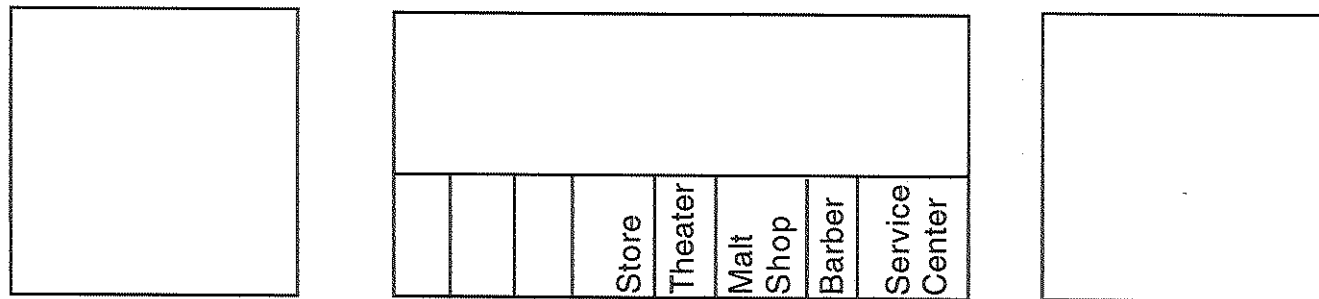
Status Report

HNA and the Friends of Bassett Creek are collaboratively monitoring any new information surrounding these issues.

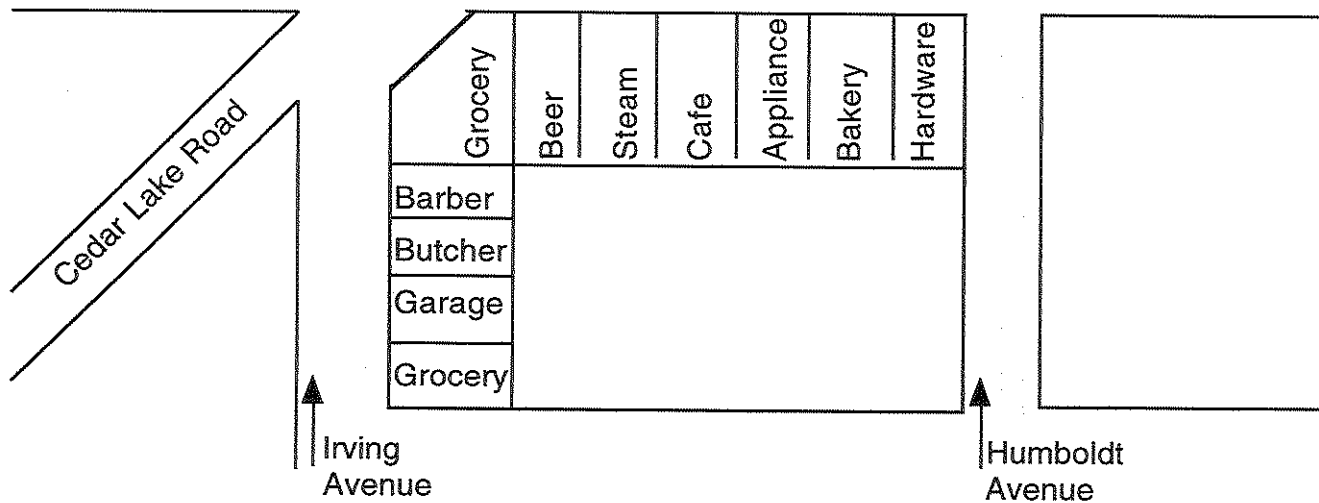
Funding

NRP

First Step None requested



Glenwood Avenue Circa 1950



Business & Economic Development

Goal I: Establish conditions that are conducive to the retention and creation of business along Glenwood Avenue.

Business & Ec. Dev.

Objective A: Develop a better understanding of community needs, demographics, and current businesses and market conditions affecting Glenwood Avenue.

Strategy 1: Create a Master Plan - including a market analysis and streetscape design for Glenwood Avenue between Lyndale and Thomas Avenues North.

Currently, Harrison neighborhood does not have an environment to entice business start up along Glenwood Avenue. We need to understand the market conditions, and we'd like a comprehensive design of the properties along the Avenue. We hope to instill pride in the community and at the same time attract new businesses into the area. The Harrison Business and Economic Development Committee, working the City Planning Department's Neighborhood Business District Revitalization Strategy, will:

- A. Set up guidelines for the plan;
- B. Coordinate the bidding process for a Glenwood Avenue streetscape design;
- C. Interview and choose a planning / commercial development / architectural landscape firm(s).

Partners: City Planning, MCDA, MPHA, Public Works, Park Board, CURA, U of M Design Center, Hennepin County, and the Park Board.

Contract Manager: City Planning

Status Report
The Glenwood Avenue Streetscape plans are currently being developed.

Funding

NRP

First Step **\$30,000**

Total **\$30,000**

Goal I: Establish conditions that are conducive to the retention and creation of business along Glenwood Avenue.

Business & Ec. Dev.

Objective B: Improve Glenwood Avenue.

Strategy 1: Provide for a series of major improvements to Glenwood Avenue.

Harrison is in the process of creating a First Step-funded Glenwood Avenue Master Plan. We are also working with the City as our area is being reshaped as a result of the Hollman Consent Decree. This strategy funds a series of improvements to the infrastructure of our main street. NRP funds will be used for improved lighting, landscaping and bus shelters along Glenwood Avenue. The improvements will be based on the Master Plan and will be coordinated with Hollman-related construction.

Partners: City Planning, MCDA, MPHA, the University of Minnesota Design Center, Hennepin County, and the Park Board.

Contract Manager: Public Works .

Funding

**\$2,600 has been redirected from the Business and Ec Goal 1, Objective C, Strategy 1

	<u>NRP</u>
First Step	\$ 2,600**
<u>1998</u>	<u>\$428,990</u>
Total	\$431,590

Goal I: Establish conditions that are conducive to the retention and creation of business along Glenwood Avenue.

Business & Ec. Dev.

Objective C: Control abandoned shopping carts

Strategy 1: Establish three drop off sites for the carts that will be contained by portable holders.

Shopping carts are often used to bring metal items to the scrap metal processor in the Harrison neighborhood. These carts are often left on residents' and businesses' lawns and in streets and alleys. We wish to control this activity, which is a nuisance and an eyesore. The Harrison Business / Economic Development Committee will:

- A. Choose the three sites with approval from area business owners and Business Inspections;
- B. Manufacture three cart corrals.

Partners: Business Inspections, CCP/SAFE

Contract Manager: NRP

Funding

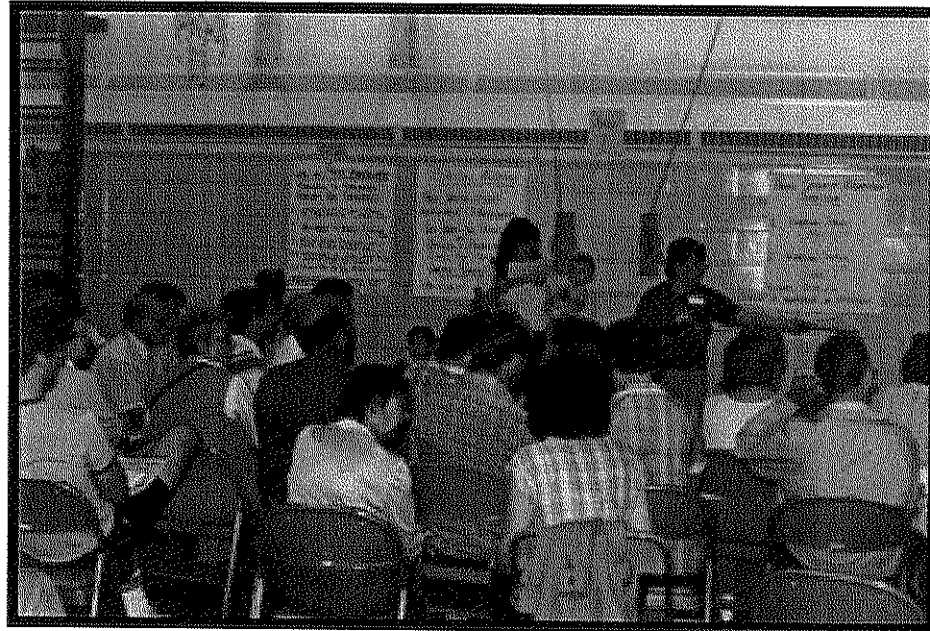
NRP

First Step \$1,000

Total \$1,000

Status Report

\$3,600 was originally requested, under First Step, for this strategy. \$2,600 ,has been redirected to the Business and Ec Goal 1, Objective B, Strategy 1.



Community Building

Goal I: Assure successful implementation of this plan.

Community Building

Objective A: Support efforts to thoroughly involve the Harrison community in the implementation of this plan and support Harrison leaders' implementation efforts.

Strategy 1: Provide financial support to HNA personnel, overhead and community building activities..

HNA is prepared to provide the following services: (SEE FULL PLAN DRAFT BUDGET)

Contract Manager: NRP

Funding

HNA as a variety of other funding sources. HNA funding sources for 1996-97 include but are not limited to:	First Step	NRP \$13,000
MN Dpt. of Children, Families and Learning	1998	\$74,118
Citizens for a Better Environment	1999	\$72,350
The Minneapolis Foundation	2000	\$65,175
Community Development Block Grant	<u>2001</u>	<u>\$61,076</u>
Minnesota Department of Health		
McKnight Foundation	Total	\$285,719

HARRISON NEIGHBORHOOD IMPLEMENTATION COSTS

	A	B	C	D	E	F	G
1	Item		1998	1999	2000	2001	TOTAL
2							
3	Personnel						
4	Ex. Dir. @ 50%		16000	16000	16999	17000	
5	NRP Organizer @ 50%; @33%		14000	14000	9240	9240	
6	FICA/comp. benefits @ 15%		4500	4500	3936	3936	
7	Medical		1800	1800	1600	1600	
8	<i>Personnel Subtotal</i>		36300	36300	31775	31776	136151
9							
10	Community Building						
11	Child Care		3000	3000	3000	3000	
12	Translation		1500	1500	1000	1000	
13	Training		1000	1500	1500	1500	
14	Partnerships*		14000	14000	12000	10000	
15	<i>Community Building Sub-Total</i>		19500	20000	17500	15500	72500
16							
17	Overhead						
18	Rent		4800	2000	---	---	
19	Utilities		218	100	---	---	
20	Office Supplies		1300	1250	1200	1200	
21	Insurance		800	800	800	800	
22	Printing		3000	3000	3000	3000	
23	Office Equipment		500	1000	3000	1000	
24	Postage		1000	1200	1200	1200	
25	Professional Services*		6000	6000	6000	6000	
26	Advertising		700	700	700	600	
27							
28	<i>Overhead Subtotal</i>		18318	16050	15900	13800	64068
29							
30							
31	TOTAL		74118	72350	65175	61076	272719
32							
33	Harrison Neighborhood anticipates \$2,937,687 in NRP funds will be available to the neighborhood.						
34	Administrative and Community Building costs are 9.5% of the total plan budget or \$285,719.						
35	(13,000 in administration costs were included in First Step.)						
36							
37	*Partnerships - HNA will contract with local SE Asian organizations to insure full access						
38	to HNA programs by the Hmong and Lao communities in Harrison.						
39							
40	* Professional services - Includes anticipated accounting expenses.						
41							
42							
43							
44							
45							
46							
47							
48							July 7, 1997